

# Case Study: Children's Hospital New Orleans



## The Challenge

Values Coach began a 3-year engagement with Children's Hospital New Orleans (CHNOLA) with a new hospital leadership team in place and a major hospital expansion just beginning. The goal was to blueprint and build an Invisible Architecture of values, culture, and attitude to match the visible architecture of the beautiful new buildings. The project extends through 2020.



### ASSESS

The validated VCI-17 Culture Assessment Survey identified problem areas and challenged staff at all levels to raise expectations of themselves and others. Focus groups and individual interviews crystallized new CHNOLA statements of core values cultural philosophy, which are featured in the second edition of the award-winning book *Building a Culture of Ownership in Healthcare* by Joe Tye and Bob Dent.



### INSPIRE

All associates were given Joe's book *The Florence Prescription: From Accountability to Ownership* with a special foreword by CEO John Nickens and attended Joe's inspirational presentations on values-based life and leadership skills; take-home resources included The Self Empowerment Pledge and access to the online PledgePower course. The Pickle Pledge was incorporated into daily huddles and decorated pickle jars began to be seen throughout the hospital. Everyone was asked to make The Florence Challenge commitment to be emotionally positive, self empowered, and fully engaged.



### ENGAGE

All managers completed a one-day course to become Certified Values Coach Mentors (CVCM) and 60 people from every level of the organization completed a 4-day course to become Certified Values Coach Trainers (CVCT). They are now team-teaching the course on The Twelve Core Action Values for all current and new employees. The new CHNOLA values were presented in a series of town hall meetings where they were enthusiastically received - and resulted in many shared stories about how they were already being lived.



### SUSTAIN

All 2,000 CHNOLA staff will complete the 2-day course on The Twelve Core Action Values during 2020 and beyond. They will each receive a CHNOLA-tailored copy of the workbook *These Are Your Values*. A dedicated Values & Culture Classroom was designed and decorated for these classes. By the end of 2020 we will have trained Master Certified Values Coach Trainers who will prepare additional CVC-Ts so that the program will be sustained into the foreseeable future.

#### Values Coach Inc.

Helping healthcare organizations build a culture of ownership on a foundation of values.

[www.ValuesCoach.com](http://www.ValuesCoach.com)  
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*"It's amazing how many of our people now know The Pickle Pledge by heart - and more than just know it, take the words to heart."*

*Jamie Wiggins DNS(c), RN, NEA-BC, FACHE  
Senior VP and Chief Nursing Officer*



## RESULTS

- On post-course evaluations, 8-of-10 of the 60 Certified Values Coach Trainers called the course “positive in a life changing way” and they are now receiving similar responses from participants in the classes they teach.
- In 2018 and again in 2019, CHNOLA was honored by *New Orleans CityBusiness* as being one of the city’s Best Places to Work.
- At the annual Children’s Hospital Association Quality and Safety Conference, the CHNOLA presentation was titled *Proceed Until Apprehended: A Cultural Journey*. The poster said: “Our cultural transformation was initiated to transform our invisible architecture, our values and culture, to facilitate a culture of ownership.”
- In 2019, CHNOLA received the NRC 2019 Health Excellence Award - Most Improved Facility for Overall Hospital Rating for Children’s Hospitals.
- Staff engagement scores have demonstrated year over year improvements of 20% to 60% in employees’ overall workplace rating and willingness to recommend CHNOLA as a place to work.
- CNO Jamie Wiggins’s article about CHNOLA’s cultural transformation was featured in the May 2020 edition of the AONL publication *Voice of Nursing Leadership*.
- As COVID-19 meeting restrictions began to be eased, one of the first regular meetings to be reinstated was the values course.



**CHNOLA’s Certified Values Coach Trainers**

*“In today’s high touch, high risk world of healthcare it is critical to have a methodology to rally the team and remind them of mission, purpose and the discipline required for success. You need a coach - and we chose Joe Tye with Values Coach to be the leader to push, pull and support us on our journey to excellence!”*

**John R. Nickens IV**  
President & CEO